

# LEAD Management Consulting, LLC

## FACILITATOR'S FINAL REPORT

---

**RFP Name:** IURC UPPA Workshop Facilitation  
**Focus Area:** Indiana's Damage to Underground Facilities Law  
**Project Services:** Design and Facilitate August 7, 2015 Stakeholder Workshop

---

Prepared By:

Document Owner(s)	Project/Role
K C Gauldine	LEAD Management/Consultant
Matt Bracher	LEAD Management/Consultant

## EXECUTIVE SUMMARY

LEAD Management Consulting, LLC was selected on July 13, 2015 by the IURC Workshop Committee to design and facilitate a workshop, bringing together Stakeholders for open dialogue regarding reducing the number of Indiana violations to underground facilities.

Specific objectives of the Facilitation process were to:

- Identify a workshop format that will encourage/support/ensure a public conversation with open dialogue among all attending.
- Create an environment that will engage stakeholders to participate freely and fully, believing their input is valued, heard and recognized for its contributions.
- Gain actionable ideas and solutions that can assist in identifying programs (Public Awareness, Training and Education, and Incentive Programs) that will be funded by collected violations of Indiana's Damage to Underground Facilities law, and are mandated to be established and administered by the Commission.

The IURC Workshop Committee, comprising of Carol Stephan, Commission Chair, Robert Veneck Jr., Executive Director, Chetrice Mosley, Executive Director of External Affairs, Beth Krogel Roads, General Counsel, Steve Allen, Director of Pipeline Safety, and Mary Becerra, Business Manager, were committed to a workshop that would result in:

- greater understanding and knowledge of who Stakeholders are,
- what they need to assure reduced violations,
- how and when to communicate with them, and
- how to build a pro-active relationship with all Stakeholders.

The IURC's mission is to assure that utilities and others use adequate planning and resources for the provision of safe and reliable utility services at reasonable cost.

Established in the late 1800's, the Commission oversees more than 600 utilities that operate in Indiana. The IURC regulates electric, natural gas, telecommunications, steam, water and sewer utilities. It receives its authority from Indiana Code Title Eight and enforces the Damage to Underground Facilities Act through penalties levied and collected for violations of Pipeline Safety. Per statute, UPPAC serves as an Advisory Committee to the IURC, recommending penalties with respect to these violations. Governor appointed members of the UPPAC represent investor owned gas utilities, Indiana 811, Operators, Municipal gas utilities, Excavators and Locators.

Approximately 140 violation cases are heard every month at UPPAC. Violations range from 44% - failure to secure proper locate ticket; 33% - failure to locate/mis-locates; 18% - failure to maintain 2 feet of clearance with mechanized equipment; to 4% - failure to plan excavation to minimize damage and interference.

Appendix A captures the answers to 13 questions that were explored by 68 workshop participants representing Excavators, Locators, Operators and others. Each question contains the ideas, solutions and contributions captured during five Workshop Sessions. Without exception, participants' overarching themes centered on building industry knowledge, data and communications as the three biggest catalysts for reducing the number of violations. In addition, participants believe the utilization of 3<sup>rd</sup> party expertise offers the best opportunity for success in these areas.

### Industry knowledge

All 13 questions stimulated conversation for the need for Universal, standard, comprehensive, formal, modular training developed by a professional 3<sup>rd</sup> party training company. They expressed a desire for this training to be centralized and targeted. There seemed to be consensus around reducing violations by making sure all professionals receive the same comprehensive training and education.

A long-term goal could be to investigate Certification with CEU requirements. Research suggests that certification creates better financial and operational performance. Standards need to consider differences among the industry related to volume, etc.

### Data

There appeared to be a shared commitment to outcomes-driven collaboration. An incentive program indicates a bonus for meeting quality, productivity and safety performance targets. The use of current data to establish standards, is believed to be a key to reducing violations, since industry stakeholders would have a direct financial incentive to adopt standards.

### Communications

Stakeholders voiced a clear need for an annual industry stakeholder gathering that addresses industry updates, best practices, legislation, future planning and other selected agenda items. This would be a relationship building opportunity for the IURC as a sponsor for this annual conference utilizing a trade organization to produce the conference.

It is also clear that the general public needs increased Community Outreach to gain knowledge, understanding and accountability of the Indiana 811 Law and the available resources. The number of locations, groups, associations, and individuals identified are endless.

The stakeholders were very clear that information needs to be short and easily understood by all, it needs to be produced in multiple languages, and the messages need to be standardized. If the general public receives the same clear messages enough times through appropriate channels the participants felt the number of violations would reduce.

All 13 questions also spurred a consensus that there needs to be better utilization of Indiana811.

## INTRODUCTION

LEAD Management Consulting, LLC was selected to design and facilitate a workshop on August 7<sup>th</sup>, bringing together Stakeholders for open dialogue regarding reducing the number of Indiana violations to underground facilities.

Stakeholders were invited in early July to attend this workshop through a notice posted on the IURC web site, which included the purpose of the gathering and a list of issues to be considered.

The Workshop Committee held a Kick-Off meeting July 16th with LEAD Management Consulting to establish workshop design, agenda, process, participant communications, roles, and goals and objectives for this event.

The overall goal of this workshop was to make collaboration a priority so that everyone would be heard and diverse perspectives would be shared.

Objectives included:

- Generating actionable ideas to fulfill the statutes mandate of utilizing “violation funds” for programming/training, public awareness and incentives to reduce violations.
- Pro-active relationship with stakeholders, rather than a relationship based solely on hearings and fines.
- Engaged stakeholders who were willing to participate fully and believe that their time was well spent.
- IURC transparency to gain stakeholders trust and cooperation.

Expectations of an appropriate workshop design and process were:

- Inspire participants to positively focus on what matters most.
- Motivate participants to contribute their experience to create solutions.
- Ensure active listening together for insights and deeper questions.
- Create an environment where participants believed they could speak their mind freely.

Based on the Committee’s parameters, LEAD recommended Open Space Technology as the method and the World Café as the style of workshop. This methodology is designed to create a shared vision, collaboration, connection and leverage diverse voices. It harnesses group intelligence and fosters active engagement and constructive possibilities for action. The World Café offers just enough structure and orienteering to enable the dialogue to produce conversational coherence without control.

## WORKSHOP DESIGN

The World Café is an Open Space Technology technique for harnessing group intelligence, for channeling the brilliance of a roomful of independent thinkers into a coherent message comprehensible by anyone. Developed in the 90's, it became a social innovation that would spread rapidly around the world. Participants are estimated to be in the tens of thousands.

The Café is an informal learning and change-management tool. It offers a practical way to enhance the human capacity for collaborative thought. Conversations link and build on each other, cross-pollinating ideas and making connections around questions that matter.

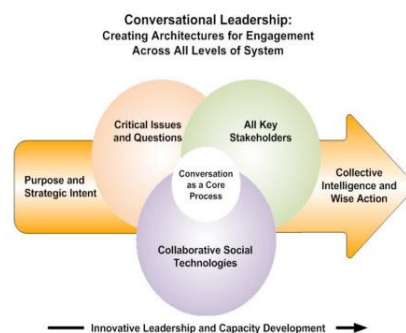
As this living network of conversations evolves through several rounds of exploration, knowledge-sharing grows, a sense of the whole becomes more visible, and innovative possibilities evolve. Thus, providing the opportunity for changing the status quo in areas that truly matter.

### Café Guidelines:

- Clarity of purpose/context – why are we bringing people together
- Create a hospitable space – one that feels safe and inviting
- Diversity of the people participating matters and is often key to creating innovative outcomes
- Explore questions that matter to support a logical progression of discovery throughout several rounds of dialogue
- Encourage everyone's contribution
- Connect diverse perspectives
- Listen together for patterns, insights, deeper questions
- Share collective discoveries

Since our earliest ancestors gathered in circles around the warmth of a fire, talking together has been our primary means for discovering common interests, sharing knowledge, imagining the future, and cooperating to survive and thrive.

The natural cross-pollination of relationships, ideas, and meaning as people move from one conversation to others enables us to learn, explore possibilities, and co-create together.



## WORKSHOP PROCESS

1. Define and describe the workshop design – The World Café is a structured conversational process intended to facilitate open and honest discussion, and link ideas within a larger group to access collective wisdom in the room.

Small groups of 5 participants moved between a series of 13 tables where they continued the discussions in response to the predetermined and focused questions that matter to the IURC and its stakeholders.

A host stayed behind to share highlights from the previous conversation as others moved to new tables, cross-pollinating ideas and insights.

As the conversations connected, they sparked new discoveries, innovative opportunities began to appear and collective knowledge grew and evolved.

After several rounds of conversations, participants offered their insights, learnings, and opportunities for action through a harvesting of the conversations to the whole group.

2. Before discussions began, participants negotiated a group agreement of how they would respect one another throughout the day. The aim of the group agreement was to:
  - Create a safe and respectful space in which people could work together productively
  - Set the tone for how people will behave within the workshop
    - Actively listen to others
    - Respect each other's ideas
    - Every idea and opinion deserves to be heard
    - Speak from your own experience rather than generalizing
    - The goal is not to agree, but to gain a deeper understanding
    - Keep conversations in the group format
3. Recognizing that the group needed a break for phone calls, etc., one was added between session 2 & 3.
4. In order to give the group time to tour the questions and ideas, time was allotted prior to lunch break, which also gave the participants a full hour for lunch, phone calls, etc.
5. Due to the volume of ideas and solutions generated in the first half of the day, the format was changed so that flip charts stayed on the wall for the 5<sup>th</sup> session after lunch and participants were asked to join table captains at their question to flesh out ideas.
6. Ideas, suggestions, solutions were harvested at the end of the day through presentations by Table Captains to the whole group, including the Commission who joined at 1:30pm.
7. Participants remarked throughout the day that they felt engaged, they liked the format of the workshop and were pleasantly surprised how eagerly everyone participated.

## QUESTIONS THAT MATTER

### Training and Education – summary

- Formal, curriculum based modules for all levels of education to develop necessary skills for Excavators, Locators and Operators should be standardized by a professional 3<sup>rd</sup> party training group.
- Modules should be short, one hour segments so that Excavators, Locators and Operators can use what they need when they need it.
- To build a comprehensive education program where state, trade, private and non-profit organizations all need input and involvement in the development of this program.
- Better understanding and utilization of 811 as a key partner in reducing violations.
- Informal education was mostly viewed as formal gatherings and community outreach.
- Target general public based on demographics, violations and social awareness.
- Comprehensive data should drive priorities and performance measures.

### Facilitator Summary

Although there are many different training programs currently available through employers, private companies, utilities, etc. for industry stakeholders, the Workshop Participants were very clear that education is not consistent in regards to information, delivery or effectiveness.

Stakeholders at each table, without exception, no matter the question, asked for Universal, standard, comprehensive, formal, modular training developed by a professional training company to be utilized by all parties providing training. They are not suggesting re-creating the wheel, but to take what exists, enhance it, professionalize it and standardized it. Stakeholders would be best served if this training package is in a central location that can be downloaded for all to use free of charge.

In addition, there is a clear need for an annual industry stakeholder gathering that addresses industry updates, best practices, legislation, future planning and other selected agenda items. This would be a relationship building opportunity for the IURC to sponsor (fund) this annual conference open to all industry stakeholders wishing to attend. Utilizing a trade organization to produce the conference would benefit the IURC and its staff. This annual conference should be considered as a State-Wide conference, holding the conference in different locations each year based on stakeholder population.

It is also clear that the general public needs increased Community Outreach to gain knowledge, understanding and accountability of the Indiana 811 Law and the available resources.

### **Stakeholder Awareness** – summary

- Participants identified an exhaustive list of those affected by the Law from the person on the street to the top level professional.
- Again, both formal and informal education is needed by the industry and informal community outreach for the general public.
- Better utilization by the general public of 811.
- General public needs to understand the true impact of damage.
- Information, methods of delivery need to assist stakeholders in making the leap from awareness to behavioral changes.
- Standardized education and community outreach materials is key to understanding.

### **Facilitator Summary**

It is important to note that participants considered industry stakeholders and general public as stakeholders. The tables discussing these questions came to the conclusion that formal industry education/training and standardized community outreach materials should be the top priorities for stakeholder and general public awareness. The main difference here is the additional acknowledgement that the general public need to not only be aware of the law but understand the consequences so that it can lead to behavioral changes.

### **General Public Awareness** - summary

- Comprehensive data should drive the priority for targeted outreach.
- Getting information should be easy and fit the targeted audience.
- Information should be standardized so that everyone is hearing the same messages.
- Information needs to be printed in multiple languages.
- Better utilize the 811 partnership to save funding.
- Create more and bigger partnerships/sponsorships for greater reach/funding.
- Indiana 811 branding opportunities.
- Consequences of not following the law should be a part of messaging.
- Road Show throughout the state for community outreach.
- Data should prioritize targeted audiences.

### **Facilitator Summary**

It is important to note that participants identified the general public as stakeholders. Public awareness is essentially Community Outreach. The number of locations, groups, associations, and individuals are endless, as are the outlets for disseminating information. The information needs to be short and easily understood by all. It needs to be produced in multiple languages as well. This will allow groups and associations the ability to inform different segments of the population without reliance on IURC and 811.



The partnership with 811 could also be expanded upon. This would allow the IURC to provide grant money for targeted communication without the need to ramp up staff to deliver these messages.

### **Benefits/Rewards** – summary

- There was recognition of the problems, challenges, solutions, ideas and concerns and how the legislative process impacts success.
- Operating with universal/standardized best practices is key to success.
- Communication/coordination is essential to excavators, locators and operators in the planning and design phases.
- Partnerships/collaboration between excavators, locators and operators can enhance success.
- Comprehensive data driven performance measures is needed to target rewards.
- Grant funding opportunities can play a key role in improving specific problem areas such as mapping and ticketing,
- Communication is key to building stronger relationships between stakeholders and IURC.
- Better utilization of 811.
- Reward actual results rather than same size fits all.
- Acknowledge improvement.
- Who is the real violator?

### **Facilitator Summary**

Participants were clear on what the safety, financial benefits are in following the Law. If all professionals receive the same comprehensive training and education, and the general public receives the same clear messages enough times through appropriate channels the participants felt the number of violations would reduce.

“What can you do to ensure compliance” was a very challenging question to answer.

An incentive program would indicate a bonus for meeting quality, productivity and safety performance targets. Incentives gives others a personal stake in achieving this high productivity, safety and quality. An outcomes-based performance measurement system utilizing fines and violations data to define standards, including completing formalized education units could drive an incentive program. Industry stakeholders have a direct financial incentive to adopt standards. A long-term goal could investigate Certification with CEU requirements. Research suggests that certification creates better financial and operational performance. Standards need to consider differences among the industry related to volume, etc.

## APPENDIX A

### RESPONSES TO QUESTIONS

#### TRAINING AND EDUCATION

##### 1. What kind of training and education will best serve you to ensure compliance?

- In house: Create training modules
  - Over various situations
  - Use on rainy days
  - Investigation and root cause training
    - Excavators
    - Locators
    - Operators
  - Safe digging training
    - How to's
    - Hands on in facilities
    - Video
  - Paid for with penalty fees
  - Some one-on-one (scheduled times)
  - **New employee orientation (modules)**
  - 811 training site accessible by anyone
  - 811 is looking for grant money to due on-line training
  
- Outside training: formal seminars - (winter only)
  - Need for more equipment training - refresher
  - Need central training facility
  - Partnering by utilities & locators for re-education or re-qualifications when mis-marks are occurring
  - 811 offers on-site training
  - USIC- process for high risk areas - more training about what is available
  - OSHA needs to dedicate more time to underground damage prevention
  - Better promote 811 information (811 for dummies)
  - Vanderburgh county requires excavators to obtain CEU's to maintain license to operate there
  - Emergency responder training partnership - include fire, police, Homeland security, operators and excavators
  - Emergency management agency (state, county) partnership for mock drills and training

## 2. What Stakeholders need to be involved in developing and delivering possible training?

### Developing Training:

AWWA  
IRWA  
Alliance of Indiana Water  
IRSDA  
1 Indiana Statewide  
Excavators  
Trade Groups  
IEA  
811  
INPAA  
Damage Prevention Council  
IOSHA  
CGA-DIRT  
Gas Operators  
IURC, OUCC, Private/public/municipal/utilities, private contractors locators  
HOA's CAF - Construction Advancement Foundation; NUCA ICA, landscapers

### Delivering Training:

Baker Peterson; 811; ICA; NUCA; Unions; ABC; IOSHA; CGA; Gas Operators;  
damage prevention councils,  
IURC, 1st responders, Master Meter Operators, schools, OUCC, colleges, locators, contractors

### Where:

- County/State fairs, home shows, job fairs, garden shows, sporting events, schools, World of Concrete, equipment rental stores
- Professional 3rd party to create training
- College students could attend damage prevention meeting as part of their course curriculum Training should be tailored to audience - series of messages on same topic
- Try to gather best practices from industry
- Add any documentation to 811
- Marketing tool kit
- Training should be in modules so that groups can use what they need when they need it for each targeted audience
- Training should be Universal for standardization

### 3. What utilities need to be included in training, education, and awareness? Why ?

#### Who:

Natural Gas (trans. & dist.)  
Oil & Steam  
Electric  
Telephone & Fiber Optic  
Safety & fiber-high financial  
CATV (large & small)  
Water, chilled water  
Sanitary sewer  
Storm sewer  
Reclaimed water  
INDOT (signs/traffic signals)  
Private companies w/utilities in R/W  
(hospitals, universities, etc.)  
Renewables (bio-fuels)

#### Risk:

high safety & financial  
high safety & financial  
high safety & financial  
  
low safety  
medium safety, high financial  
low safety, medium financial  
low safety, medium financial  
low safety, medium financial  
high safety & financial  
medium safety  
  
high safety, medium financial

#### Why:

- public safety
- worker/contractor safety
- need better coordination of utility locations & conflicts with propose work
- training has made excavators more aware
- need more training & awareness of 811 locate laws for smaller fiber/telephone/CATV
- companies financial impacts to utilities, contractors, and the public - interruption of service & inconvenience to public & customers; could cause environmental hazards
- need to increase awareness of what can happen on each project - better coordination during design/planning
- contractors want better information - can make their projects more efficient
- is there a way to get red-lined utility data on road projects back to utility companies
- can universal training package be created and provided to all excavators (utilities, contractors, private companies, etc.)
- can building permit agencies require proof that 811 tickets are obtained;
- excavator/equipment operator certification
- better use of the damage data - why is it happening, what can you do to improve performance?  
Not just UPPAC data; need to be more comprehensive
- everyone needs to be included companies, general public

## STAKEHOLDER AWARENESS

### 1. Who are the stakeholders affected (directly and indirectly) by the Indiana One-Call Law?

- Utilities
- contractors - plumbers; excavators; housing contractors utility locators
- end customers - anyone who costs service due to hits (people driving)
- the public government entities IURC/OUCC emergency - first responders environmental - EPA, IDEM, DNR, army corps of engineers
- labor/workers/unions, professional associations
- business interests - finance, shareholders, owners, workers
- public service - schools, hospitals, nursing homes, medically fragile
- agriculture/farmers
- landscapers, gardening
- recreational interests wildlife/nature
- transportation interests
- internet, communications
- operator damage - prevention people (bigger than locate tickets)
- entities that don't participate
- one call staff
- clerks/records
- custodians
- media
- legislators elected officials
- equipment manufactures/owners - rental shops
- realtors
- human service agencies
- military homeland security
- trade schools; colleges; universities community leaders
- "this old house" bob villa; Lowes
- HOAS; national associations homeowners
- railroads coal/other mining interests climate
- developers
- teachers 4H boy scouts/girl scouts
- harbor masters
- commercial tent installers
- 911 & 811
- utility dispatch
- operators/excavators/crew/locators
- families/survivors/property owners
- insurance co/claims
- lobby people
- utility customers property; residential; businesses investors/stockholders directional borers

## 2. What does each stakeholder affected by the Indiana One-Call Law need to know?

### Knowledge:

- know the law exists
- when to call
- know 811 is free to excavators
- why call? - safety of stakeholders
- what happens if no one answers
- what does 48 hr/2 day rule really mean?
- what happens if no one responds w/in 48 hours/2 days
- what do you do when you see someone else digging
- job site contact information on ticket
- person digging needs to call in a locate request
- window where locates are good for 20 days refresh
- know differences between emergency and non-emergency notices
- can they access 811 or make a request on line
- is there an app for 811
- what happens when you do call 811 (i.e. next steps; expected process)
- what do colors mean
- know that you can't dig even if locate time expired
- what info is needed before calling 811
- what are the purposes of joint meets & design locates
- what is going to happen in "ticket education"
- facility needs to know they have a responsibility to respond to a request
- early notification options for pre-planning
- excavators have an ID #
- response needs to reflect an (?) utilities before digging

### Consequences:

- consequences of not following the law - fines
- can get hurt
- effects on community
- indirect effects on business, homeowners if evacuation is required
- enforcement may be issued if in violation
- interrelated consequences - effect other indirectly
- what's the true impact of the damage
- what can happen when you hit various utilities
- knowledge of buried utilities
- include utility info with deed
- provide 811 info with building permits and other triggers
- is there a way to see status of each ticket on line
- consequences of poor requests and abusive requests
- how to report near misses easier

### Training:

- train facility owners
- involve utilities, homeowners associations, airport and INDOT, municipalities
- need training available to stakeholders
- need material and training for different languages
- educate on what information is included on a ticket
- improve quality of information on a ticket
- what clues to look for above ground to ensure locates are accurate and complete
- qualifying excavators on 811 law requirements - individuals not just the company
- how to white line on property
- first time caller registration & education

- add phone routing option to ask 1st time caller - route to educator
- how to describe property and locate request when calling in
- have competent people marking
- training on one call process
- educate on reasonable expectations
- explain how much can be located in 1 day; 1 week
- where do responsibilities separate between operator & excavator



### 3. What are the most effective methods for delivering important information about the One-Call Law to Stakeholders?

- Impart direct tie-in legislatively permits and ticket numbers
- Leap from awareness to behavior changes
- Accessible communication
- Paid media for general public
- Logo on building permits
- TV and radio
- Corporate to internal communication and training
- Mass media
- Mail or email – hard copy to share
- Email to office staff
- Onboarding new employee – online portal
- Something to share down command
- Single point of contact – pusher of information
- School with parent piece
- ICA – associations DPC
- Homeowner different than industry
- Multiple layers
- IURC/One Call road show – take information to the people active vs. passive
- Sponsorship without interviews not as effective
- Training toolbox talk - sign-off they understand like driving safely
- Neighborhood association, licensed contractors – Register update contact information
- Email or mail to single point of contact
- TV/Radio – damage prevention meetings
- Not one size fits all – tailor message
- Provide vehicle decals for vehicles – excavators
- Mass & Social media
- Parents through kids
- AP for communication
- Electronic message we can forward to crews
- Tailgate quick topics – 52 to safe digging
- Spanish material
- Teacher pre-made packet material
- Schools with parent piece – Lie the fire department stop, drop and roll
- Incentive for schools to do it
- Orientation materials – online video
- Handbook hard copy
- Project bids list of laws expectations
- State Fair – every year

- Mass media to general public
- Landscaper education
- Nursery – stamp treated lumber
- IN811 invoice to members
- **811 app for iPhone for use by stakeholders**
- Send out 10 point tips in billing then focus on one subject every month after that with more detail
- Get information to all nurseries (tree plants) and treated 4x4 – 6x6 to be used in deck posts
- **Work through building material supply chain to add 811 stamp**
- By stakeholder; how much information specifics
- To avoid overload; continuous use ; reference informational
- Video on subjects 1 minute
- Recognition of completing training and education
- Move from awareness to behavior change
- Available to go get as needed
- Register to work here; complete education
- Forward electronic and have button to track who viewed
- General public; post office move in packs
- Paid media
- Social media target effort
- IN811 communications
- Media – Big with social media targeted
- Provide decals for stakeholder vehicles
- Specific to each audience “not one size for all” and use focus groups
- **IURC/One Call roadshow – take it to the people; active not passive**
- Statewide school with parent piece
- TV and radio
- Single point of contact – consistent message being pushed out
- Easily share – hard copy or email; electronically track who completes
- Go to portal with quick lessons learned sessions
- 1 minute easy to find videos on each subject/topic
- **Have an app for that or web solution**
- Share best practices on things that work

## GENERAL PUBLIC AWARENESS

### 1. What does the general public need to know about pipeline safety?

- Risks/consequences - probability widespread impacts
- Pipeline safety is personal
- Safety Costs associated with 3rd party damages -disproportionate to utility vs. contractor
- Everybody's responsibility (report it)
- 911 Ease of Access to what public needs to know
- Public awareness where to get info - new technology
- Education/communication on 811 Metrics on demographics of 811 awareness message
- Markers/flags - meaning
- You tube video, etc. to target younger audience
- Convey information on what is underground and consequences
- Social media/search engine
- AG community targeting Landscaper - work on property - listed as excavator
- Fencing No call locates - concrete invoked
- Hand Tool damages related to posts/landscaping
- Communicate safe digging techniques - must be located
- Need to know - forms of excavation
- Goes into ground - need paint on the ground
- Understanding of where utility facilities are placed
- Multi-lingual public awareness
- Big Box - keychain/811 markers/all excavation equipment marked w/811
- Cultural barrier - homeowners understanding - communicate at home closing
- IURC letter to Big Box to support safety Brand awareness - schools
- Outreach to homeowner associations
- Education to Nurseries - call before you dig promotion
- Leverage retailer relationships to communicate 811
- Deck/fence posts with 811 stamp
- Building permits/zoning boards provide 811 information
- Informational video ay Big Box stores
- Public needs to know it's the law
- Identify underground items on property during home closing - mapping of items
- Safety/impacting lives/impact - costs
- Not complicated - do the right thing
- Education on the process - 811
- Make markings understandable
- Use the data to determine why not getting information (liability lower priority)
- Learning from incidents
- Training - models blue box - schools/trade shows; One Call centers - excavators
- Pipeline pressure brochures - scratch & sniff
- Mobile training unit

- Partner with Home Depot/Lowe's, equipment rental Programs - shovel with 811 information targeted to the homeowner
- Depth/shallow of facilities
- 811 banners
- Free service/811 now
- Local rental units - keychains
- Flags - expiration date/warning - fine for removing
- Public - important part of project - door hanger - garage door
- Letter or card - job complete
- Community/public awareness - see something - report
- Told when project start/complete
- Consequence of removing flags
- Public awareness event - promise card drawings/ownership

## 2. What are the most effective methods for delivering pipeline safety information to the general public?

- Partnership with key local governments, police, chambers of commerce, communities to spread the word
- Increased usage of social media, which will become more important
- More people retain radio vs. bill stuffers
- An 811 YouTube channel
- Sports marketing partnerships vs. sponsorship
  - Teams actively push 811 to drivers/jockeys
- DIY Stores
- DIY television - no current mention of marking
- Music festival sponsorships (reach different people than usual)
- Equipment companies
- Nurseries (partnerships)
- Mailbox companies
- Data driven decisions
- Human consequence/danger messages in ads
- Police/Fire as partners to prevent future damage vs. responding to damages that already exist
- Fire chief's, police, EMS Gas Station operators mentioning 811 in media statements when an incident occurs
- Billboards – frequency of message “Free” mentioning
- Challenge if the status quo tactics are actually working
- News TV segments that educate
- Reaching cord cutters (Netflix/Hulu)
- Morning weather sponsorships
- Weather.com and App/WeatherBug
- Better demographic targeting
- Events – State Fair's, home shows
  - Locate facilities to State Fair's
  - Floor graphic at big events
- Personalizer to local messaging
- Play up social responsibility
  - Do right for your neighbors
- Educate public on what marks mean when they get marked
- New homeowner direct mail (w/UPS)
- Partner with local and county property tax assessors
- After the call email blast w/details on what's next
- Arbor Day tree giveaway
- Pre-digging mindset targeting
- Free message pushed more

- “It’s the law” pushed more
- Targeting inconvenience message since it’s perceived as being more likely to
- Realtor partnerships through which buried lines that are nearby are on deed of property
- Public schools programs (make kids the pushers of safe behavior)
- Convenience stores partnerships
  - Couponing for free coffee
- Shovel stickers – requirement to place 811 stickers
- Focus on fines as a potential consequence and repair costs
- Emphasize “when in doubt call”
- Better oil company/gas retail partnership
  - 811 on receipts
  - 811 gas promo on Aug. 11<sup>th</sup>
- Target associations that make hand tools for partnership
  - Due to DIRT data trend
- Equipment manufacturers partnerships
- Light switch logos
- 811 branded license plates for stakeholders to use
- High profile job site signage with general contractors
- QR code by meters for 811 now tickets
- College kid summer jobs
  - Canvassing nurseries, equipment rental, hardware, DIY with clear placement goals
- School materials
- QR codes on flags
- Locate truck signage
- Integrate more education into 811 now system
- Pop up video/info of bullets before doing an 811 NOW request
- Checklist that’s color coded after the call (via email)
- Centralized positive response would help with homeowners getting the next steps and seeing progress
  - An app could eventually be part of this
- Utility company bake in incentives – gift cards for calling 811
- More news involved
- Use 811 marketing toolkit on 811 website
- Stickers on contractors vehicles
  - Via NUCA to help with distribution
  - **Hard hat stickers**
- New bumper stickers
  - “Ask me about 811”
  - Make it more clear that it’s a phone number

## BENEFITS/REWARDS

### 1. What are the benefits of following the Indiana One-Call Law?

- reduction in damages
- more safety/less injury
- less inconvenience
- track ability/documentation
- \$\$\$ savings for everyone
- system knowledge
- communication
- reduce doubt
- no jumpsuits or hazmat suits
- environmental benefit

#### Problems;

- overlapping/repetitive tickets
- not involved
- not responsible
- not members of 811
- cost of doing business
- ticket volume

#### Challenges

- more clarity
- how to foster communication
- continue improvement

#### Solutions:

"design tickets"; "survey ticket" "project tickets"

ENFORCE THE LAW

credit/incentive for good actions

communication, partnership/dialog

#### Idea/Concerns

legislative environment, rule making

roundtable

working group, incentive/penalty, non-violations, permit tie-in

## 2. What can you do as an individual stakeholder to ensure compliance?

- Implement programs/trainings/public awareness
  - Property owners/customers
  - Community leaders & stakeholders
    - 1<sup>st</sup> responders (fire, police, hazmat)
    - Municipal utilities
    - Street depts.
    - Public works
    - Private contractors
    - Educate/train our own employees
- We, as utilities, need to follow the law, regulations, and implement best practices
- Make sure that our own practices, policies, and contracts include IN811 language
- Subsurface utility engineering
  - Xyz coordinates for each utility – prevents conflict
  - Dedicated areas for each utility – duct bank if needed
  - Set money aside up front, engineers design with this in mind
  - Could provide more accurate bids rather than change order on the back end
  - Elevation determines if there would be a conflict when constructing, reconstructing, maintenance, etc.
- Partnerships
  - Between locator, operator and excavator
  - Communication is key
- Use CBA best practices when locating
  - Be involved w/CGA, go to meetings
- App – dig check
  - Locate transparency
  - Access to all tickets, photos



- Enforcement of membership to 811
- Design tickets
  - Operator/locator partner & communicate design, locator map out, operator uses to design
- Safety
  - Change culture to focus on safety & 811, ingrained in culture
  - Follow law to the letter to avoid damage (example: operator involvement in excavation)
  - Possible CEU for certain level of employee
- Recognition
  - Award
    - Statewide award
    - Local award
  - Single point of contact
- Pre-construction marking (pink)

### 3. What type of benefits or rewards can assist you in ensuring compliance?

- Reward for parties that are compliant
  - From commission
  - X-day without incident
  - Seal of approval for contractors
  - Owners
  - BBB
  - State certification
- 2<sup>nd</sup> level training issued by commission
  - At \$5,000 new set of training w/higher company management participation
- Recognized for following protocol
  - Whether you follow or not you are penalized the same – not positive
- Recognized/rewarded for your improvement
  - Change of corporate culture
- Better analytics for the reason behind mislocate, locate maps, accurate records; what led to them
- Rating of excavators (Angie's List like) by the IURC
- Reward for promoting 811
- 6 month reward – company gift cards
- Home Depot, Lowes, etc., tags on trees's, lumber - Have you called 811
- Reward operators for accurate timely locating of utilities. "Get out of jail free"
- Reset period shortened to achieve success
- Reward when all efforts made to successfully locate and there's still an incident
- Rewards based upon percent of incidents to number of tickets called – per foot vs. per house
- Links to training and education by IURC.
  - If company has incident they are reward with lower fine vs. company does not
- Training...education...then test...certified
- \$10k fine - \$2k to pool; \$8k into core training
- DPC recognize owner, operator, locator for their success "Golden shovel"
- Local Fire Marshall support this
- Shirts, hats, etc. recognizing safety award concepts
  - Monthly, quarterly, annual (811/nominate DPC's )
  - Need to build program
- Work with insurance companies to develop ratings to document positive efforts
- Discounts for sharing information that leads to lower incidents
- Testimonials of best practices that led to fewer incidents. X percent you are designated as success stories to share with others
- When contractor has all training, goes x period without incidents and then 1 occurs; penalty/damage waived up to x amount
- Recognized (dinner, ball game, etc.) for owners that are investing in training

#### 4. What can the Commission provide you so that you can best comply with the Indiana One-Call Law?

- Establish/fund activities to create relationships; creates positive communication which results in solutions (education).
  - Example: today, Ft. Harrison, damage Prevention Conference (sponsorships – discounts for additional attendance)
- Conferences – info available that's presented; benefits – increased communication; relationships = reduced damages
- Influence utility owners to share growth info w/locating contractor resulting in adequately staffed. "Managed Growth"
- Possibly training for locators not just excavating.
- Incentives for utility owners to comply with the law. "Teeth". Example: damage to electric; "easy" way for execs to "report" inefficiencies of operators; equalize fines; between execs./operators and utilities; not just gas/petrol (i.e. electric, etc.
- Educate/incentive to utility owners the law and expectations
- Continuous education on law changes (simple format not legalistic)
- Work with IN811 to educate out of state excavators.
- Pass a law that certifies excavators thru training. Example: state license?
- Identify abandoned underground facilities.
- Enforce all utilities to belong to IN811. Stronger enforcement. Electric, water, waste, H2O Commission
- Land owners being educated and enforced to call; exemptions can deter damage prevention
- Encourage all utilities to participate in pre-construction meetings (example design ticket)
- Communicate key messages to key stakeholders
- "Door Knockers" to home-owners for IN811. (increased awareness)

- Possibly have allowance for additional time beyond 2 days for “big tickets”  
(example: miles vs footage)
- Encourage /enforce utility owners to track and publish “Z” coordinates.  
Z=elevation not depth; new installation.

## 5. What do Stakeholders need to avoid repeat violations?

- notify 811 (properly - right information)
  - public awareness
  - excavator awareness
  - operator awareness
- operator response w/in 2 full days
  - unified marking - need standardized
  - qualified locators
- communication, communication, communication (common respect)
- create live training field
- mandatory training for excavators
- require excavators contact information
- rate relief for utilities to better map
- better mapping for facilities - new as well as old
- funds should pay for repairing "nicks & scrapes"
- better information for excavators
- excavators need master list of contacts
- excavators need updated One Call list
- Costs for mapping recovered in rates
- Accurate information in a timely manner
- Locator issues
  - locators need to be part of dialogue
  - locators need to understand gravity of errors
  - improve locator accuracy
  - training for locators
- host annual conference for all stakeholders
- effort to educate owner/executive of company that is offending
- digging safely
- understanding the law
- baseline benchmarking for who should be targeted first for awareness and improved actions
- how to report "near misses" easier

**APPENDIX B**  
**REGISTRATION LIST**

TABLE	NAME	COMPANY	INDUSTRY
TABLE #1	Alan Matsumoto	CenturyLink	Excavator
TABLE #1	Steve Sweet	Calumet Civil Contractors, Inc.	Excavator
TABLE #1	Chuck Whitlock	Duke Energy	Operator
TABLE #1	Meredith Hurley	NIPSCO	Operator
TABLE #1	Ray Snyder	OUCC	Other
TABLE #2	Ben Wilson	Arc American, Inc.	Excavator
TABLE #2	Ted Westerman	Dave O'Mara Contractor, Inc.	Excavator
TABLE #2	Dan Berry	Vectren	Operator
TABLE #2	Mike Hummel	Ohio Valley Gas Corp.	Operator
TABLE #2	Chris McMurry	MGH, Inc.	Other
TABLE #3	Bruce Dickie	Selge Construction Co., Inc.	Excavator
TABLE #3	Tom Redmon	Ragle, Inc.	Excavator
TABLE #3	Duane Giles	Evansville Water & Sewer Utility	Operator
TABLE #3	Ray Geesey	NIPSCO	Operator
TABLE #3	Chuck Muller	Indiana 811	Other
TABLE #3	Melissa Lawson	Citizens	Operator
TABLE #4	Christina Bonham	Rieth-Riley Construction Co., Inc.	Excavator
TABLE #4	Blaine Walters	USIC	Locator
TABLE #4	Kevin Miller	Miller Pipeline Company	Excavator
TABLE #4	Robert Edwards	Citizens Energy Group - Water Operations	Operator
TABLE #4	Dan Meiners	Indiana 811	Other
TABLE #4	John Stenger	Sycamore	Operator
TABLE #5	Dean Drees	Ragle, Inc.	Excavator
TABLE #5	Chris McDonald	SAMCO	Locator
TABLE #5	Jami Young	Vectren Corporation	Operator
TABLE #5	Scott Bennett	Indiana Michigan Power	Operator
TABLE #5	Leon Golden	OUCC	Other
TABLE #6	Don Litrell	Dave O'Mara Contractor, Inc.	Excavator
TABLE #6	Craig Harrell	USIC	Locator
TABLE #6	Jim Francis	Vectren	Operator
TABLE #6	Tony Chan	Citizens Energy Group	Operator
TABLE #6	Tim Rushenburg	IEA	Other
TABLE #6	Ken Cochran	Hamilton Southeastern	Operator

TABLE	NAME	COMPANY	INDUSTRY
TABLE #7	Jason Davis	Layne Heavy Civil, Inc.	Excavator
TABLE #7	Mark Blue	SAMCO	Locator
TABLE #7	Joe Sutherland	Citizens Energy Group	Operator
TABLE #7	Tracey Bryant	Vectren	Operator
TABLE #7	Khrysanne Kerr	CGA	Other
TABLE #8	Jerry Gehring	Gehring Underground, Inc.	Excavator
TABLE #8	Mike Marrero	USIC	Locator
TABLE #8	Kit Earl	NiSource Corporate Services Co.	Operator
TABLE #8	Kurt Youngs	NUCA of Indiana	Other
TABLE #8	Aaron Lambert	Sycamore	Operator
TABLE #9	Lindsey Jackson	City of Fort Wayne	Excavator
TABLE #9	Steve Anthis	SAMCO	Locator
TABLE #9	Kurt Wanninger	Indiana-American Water Company	Operator
TABLE #9	Mark Maassel	Indiana Energy Association	Other
TABLE #9	Javier Garcia	BP	Operator
TABLE #10	Michael Martin	Miller Pipeline Company	Excavator
TABLE #10	Tracy Pursell	Blood Hound, Inc.	Locator
TABLE #10	Lisa Wingfield	Duke Energy	Operator
TABLE #10	William Fields	Ohio Valley Gas Corp.	Operator
TABLE #10	Michael O'Brien	Indiana Society of Professional Land Surveyors	Other
TABLE #11	Paul Fallon	HRP Construction Inc	Excavator
TABLE #11	Arthur Campbell	Midwest Natural Gas Corporation	Operator
TABLE #11	Luke Selking	NIPSCO	Operator
TABLE #11	William Hix	Indiana Michigan Power Co.	Operator
TABLE #11	Rebecca Golembeske	NUCA of Indiana	Other
TABLE #12	Ben Warren	Citizens Energy Group	Operator
TABLE #12	Mark Ritter	Marathon Pipeline	Operator
TABLE #12	Robert Baldwin	Indiana Construction Association	Other
TABLE #12	Dan Halverstadt	USIC	Locator
TABLE #12	Greg Bailey	Ohio Valley Gas	Operator
TABLE #13	Scott Sontag	JDH Contracting, Inc.	Excavator
TABLE #13	Janice Long	Atlas Excavating	Excavator
TABLE #13	Melanie Price	Duke Energy	Operator
TABLE #13	William Seeley	NIPSCO	Operator
TABLE #13	Victor Watts	Gehring Underground	Excavator
TABLE #13	Steve Baker	Baker-Peterson	Other

